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Triennial Strategic Plan for the Fiscal Years 2020, 2021 and 2022						
Update as of December 2019						
Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Operational Excellence & Efficiency	1-1	Organizational chart alignment and revisions	Balance skills, capabilities and oversight	<p>FY 2020 budget incorporates additional positions, expected realignments.</p> <p>September 2019 Update: Realignment of Accounting Technician team to Fiscal has been completed. New positions approved through the FY 2019-20 budget have been filled, are in the process of being filled, or are commencing shortly. A number of internal promotions have occurred, creating additional recruitment opportunities behind them. The HR team has been busy, and continues its efforts.</p> <p>December 2019 Update: The organizational chart re-alignments have been completed; no additional changes are anticipated at this time.</p>	Cherney	COMPLETED

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Operational Excellence & Efficiency	1-2	Process re-engineering and work assignment realignments	Modernize workflows; measurably improve service times; provide foundation for succession planning and fair compensation	<p>Initial work will focus on Member Services and Fiscal Services through the Pension Gold refresh project.</p> <p>September 2019 Update: Staff is working on an RFP to engage a consultant to assist with process redesign direction, technical specifications and gap analysis. Staff has identified a series of program improvements as a starting point, and is in the process of evaluating how the preferred path and base version of Pension Gold (PG) maps to SBCERA's current highly-customized version of PG.</p> <p>December 2019 Update: The RFP for the Pension Gold was issued in October; in late November, we received two excellent proposals and interviewed both firms in December. One firm emerged as the preferred consulting team, and staff is currently in contract negotiations to refine the scope and timing of the business process engineering and Pension Gold system rework. Staff anticipates bringing a contract to the Administrative Committee for review in January 2020, rolling forward to the Board in February 2020. The work is anticipated to occur in two phases over a total of approximately 18 months; the anticipated completion date has been adjusted accordingly.</p>	Michael Bishop McInerney	December 2021

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Operational Excellence & Efficiency	1-3	Documented procedures across all areas	Improve consistency; mitigate risk; reduce training costs; improve internal controls; foundation for future SOC-1 report	<p>Initial work will focus on Member Services and Fiscal Services through the Pension Gold refresh project; Disability unit through LEAN process underway.</p> <p>September 2019 Update: Substantial progress in documenting procedures in Fiscal. Member Services and Disabilities are in progress.</p> <p>December 2019 Update: Work continues in this area. The most significant effort will be for Member Services, which is anticipated to be documented as part of the Pension Gold refresh project. See Item 1-2 above.</p>	Hannah Bishop McInerney	December 2020

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Operational Excellence & Efficiency	1-4	Programmatic evaluation of cost effectiveness of and controls for outside services contracted with the County of San Bernardino	Improve service levels; eliminate redundancy; recognize independence of SBCERA	<p>Discussions with County Information Services Department are already under way; County ISD has indicated that it cannot provide sufficient bandwidth to serve SBCERA's needs and staff has proposed multiple projects in the FY 2020 budget to migrate away from County contracted IS services. Other evaluations for treasury, payroll and benefits will be commenced in the coming months.</p> <p>September 2019 Update: The Board approved a purchase of a new router in August 2019, which will arrive mid-September. Internet connectivity cutover is in progress. SBCERA experienced connectivity issues for several days, with a resolution being delayed due to the added complexity and limited troubleshooting provided by the County connection. This highlighted the urgency of a better solution for SBCERA. Staff is in process of researching solutions for HR/payroll management and in the process of evaluating a series of proposals, which appear to provide significant cost savings for SBCERA as well as greater operational efficiencies and more flexibility. Staff has met with ATC to contract for collection services, and expects to conclude that agreement in the coming weeks.</p> <p>December 2019 Update: ATC concluded it was unable to assist with collection services; the Legal team is researching cost-effective alternatives. Internet connectivity, separate from the County, is well in progress and is being tested by our third-party cyber-security consultant. Issues with internet and phone system service continue to highlight the importance of reliable, redundant connections. Staff plans to meet with County Administrative Officers to continue efforts to evaluate independent payroll, benefits and risk management.</p>	Cherney Michael McInerney Barnier	June 2020

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Operational Excellence & Efficiency	1-5	Programmatic evaluation of all other existing operational contracts, vendor relationships and key terms	Improve service levels; identify cost savings	<p>As contracts come up for renewal or specific issues are identified, staff is reviewing key terms to identify service needs, costs and need for RFPs.</p> <p>September 2019 Update: Staff has identified a need to pursue an RFP for medical copying services, and is in the process of drafting that for release. In addition, staff has added employment testing/screening services to our Neogov contract (under the CEO's contracting authority). Staff is working with a risk management consultant in the process of drafting an RFP for insurance services.</p> <p>December 2019 Update: The RFP for insurance services is anticipated to be released in the coming weeks; results will inform the FY 2020-21 Operating Budget. The Legal team will release its RFP on medical copying services in the coming months. Adjustments to the State Street custodial contract are in progress and will reduce operational inefficiencies and attain higher yields on cash.</p>	All	Ongoing

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Operational Excellence & Efficiency	1-6	Modernize and streamline technologies	Configure, not customize; improve workflows; support total process evaluation and improvement; case management system; records integrity; document integration; migration to cloud; remote access tools	<p>Budgeted projects for FY 2020 include: Internet foundational improvements; Office 365; Phone system upgrade; Policy and contract management software; Azure cloud services for Share Point; Pension Gold refresh; and Document management.</p> <p>September 2019 Update: The highest priorities of this group are the phone system replacement (for which an RFP will shortly be released to engage consulting assistance) and the PG refresh (see Item 1-2 above). Azure cloud integration is currently underway with discovery and design phases expected to be completed by the end of September.</p> <p>December 2019 Update: See item 1-2 for the PG Refresh project. Staff has solicited proposals for a phone system consultant to assist with design, research and the RFP, and anticipates bringing a contract recommendation forward to the Administrative Committee in January or February 2020. Once the cybersecurity testing is completed, staff anticipates moving to new service, which will allow us to move forward with the Office 365 implementation.</p>	Michael	June 2020
Superior Service Experience	2-1	Performance metrics and reporting	Improve accountability to membership	<p>Staff needs to identify data needs and system capabilities to determine what metrics can be identified and reported.</p> <p>September 2019 Update: Staff is currently evaluating what data it can generate from PG and the phone system.</p> <p>December 2019 Update: Staff has identified some limited metrics that can be pulled from Pension Gold and the phone system, but there are some issues with data integrity due to how workflows are currently designed. We continue to work on how to capture baseline data.</p>	Bishop McInerney	June 2020

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Superior Service Experience	2-2	Member engagement survey	Understand what we're doing well and what we need to improve	<p>Included in FY 2020 budget to engage research team for a multi-modal process by July 2019.</p> <p>September 2019 Update: The form of the survey and accompanying communications have been finalized, and the survey is expected to launch after Labor Day. Results will be provided in a future Board meeting.</p> <p>December 2019 Update: Results from the initial Membership Engagement Survey have been received and are being synthesized into a presentation for the Board; staff anticipates bringing that in February 2020.</p>	Cherney Bishop	February 2020
Superior Service Experience	2-3	Process re-engineering and work assignment realignments	See 1-2	See 1-2	See 1-2	See 1-2
Superior Service Experience	2-4	Implement industry-leading technologies	Self-service capabilities; secure connections; digital signatures; personally-identifiable information ("PII") compliance.	<p>Commence post-PG refresh.</p> <p>September 2019 Update: On hold as noted.</p> <p>December 2019 Update: On hold as noted.</p>	Michael	December 2021
Quality Employer and Workplace	3-1	Continued efforts on culture alignment and morale	Create a happier, more engaged team; improve accountability to membership	<p>We continue to promote shared values, open communication, and employee engagement; this is an ongoing effort, but we are making substantial progress since August 2018.</p> <p>September 2019 Update: Our primary focus at this point is on clear and transparent communications, labor relations, and development of a training roadmap for the balance of the fiscal year.</p> <p>December 2019 Update: Staff continues to work on how to incorporate core values into our daily "ways of being". In addition, the results of the Member Engagement Survey will be incorporated into future activities. Human Resources launched a pilot, as the first part of a series of internal training opportunities. See item 3-3 below for additional information.</p>	All	Ongoing

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Quality Employer and Workplace	3-2	Realign work assignments	See 1-2	See 1-2	See 1-2	See 1-2
Quality Employer and Workplace	3-3	Develop and deliver training	Management/supervisory training; staff enrichment training - soft and hard skills	<p>Training is a high priority item for the new HR Director. Future training will be developed out of the Pension Gold refresh project as well.</p> <p>September 2019 Update: A training needs assessment is on-going. A calendar of offerings is being developed for calendar year 2020 to include legally required, and job specific training, leadership, management and supervisory development as well as individual skill building workshops.</p> <p>December 2019 Update: The first "pilot" workshop was launched in mid-December to a small group of employees, which is the first in a Career Path Learning Series. This session was on preparing for promotional opportunities, and covered resume and cover letter writing, and interviewing tips. Future learning sessions will focus on soft skills, such as customer service, telephone and email etiquette, writing skills, dealing with conflict, and more. A full 2020 calendar will be launched in the coming weeks to all staff.</p>	Barnier	December 2019 + Ongoing
Quality Employer and Workplace	3-4	Space utilization/expansion	Complete renovations of the third floor, breakroom(s), Board dais and kitchen improvements; Evaluate relocation of member services reception and meeting space; Evaluate video/audit Board meeting feeds	<p>FY 2020 budget incorporates funding for first and third floor projects. Staff is currently obtaining options for video/audio improvements and will bring an item for the Board's consideration in the summer.</p> <p>September 2019 Update: Proposed contracts for this item are on the Board's agenda for consideration on September 5, 2019.</p> <p>December 2019 Update: Contracts are being reviewed by SBCERA Legal and we hope to execute them and begin work by mid-January.</p>	Michael	June 2020

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Quality Employer and Workplace	3-5	Implement a cross-training initiative	Increase staff understanding of SBCERA; create promotional opportunities; improve service levels	Staffing levels and training need to be adjusted before this can realistically be commenced. September 2019 Update: On hold as noted. December 2019 Update: On hold as noted.	Cherney Barnier	June 2022
Prudent Fiscal Management	4-1	Improve budgeting transparency and reporting transparency	Improve accountability to membership	In progress for FY 2020 budget, making greater use of Questica technology investment. September 2019 Update: Additional framework was incorporated for FY 2019-20 budget to actual reporting, which will be released with the first quarter financial reports in or about November 2019. December 2019 Update: The 1st Quarter Budget-to-Actual report was streamlined, simplified, and presented to the Board. Adjustments were made to the timing of expenses, so that the quarterly reporting was more in line with expectations.	McInerney	December 2019

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Prudent Fiscal Management	4-2	Improve travel and expense reporting transparency	Modernize forms of reporting; streamline Forms 700/801 FPPC reporting accountability	<p>New trustee travel and expense policy approved by the Board in April 2019; staff policy on agenda for May 2019 consideration; gifts policy principles will be agendized to make recommendations and seek Board direction.</p> <p>September 2019 Update: The first quarterly education-related travel expense report is on the Board's agenda on September 5, 2019. In addition, the Board approved its new Gift of Food and Drink Policy, with a revamped framework for accountability and reporting. Staff has developed new internal tracking procedures and processes for "gifts to the system" pursuant to the Board's policy. Staff is in the process of posting the Form 700s for the Trustees as requested.</p> <p>December 2019 Update: A new "Transparency and Reporting" section was added to sbcera.org, which includes the Form 700 filings for 2018, as well as the annual reports on education and training.</p>	Cherney McInerny Hannah	COMPLETED
Prudent Fiscal Management	4-3	Unwind Gold Coast offshore platform	Reduce costs and administrative overhead; eliminate unnecessary complexity	<p>Staff has engaged Foley & Lardner to help with oversight of the unwind of the platform and asset transfers; staff is working with State Street on its expanded responsibilities. An informational item on this was reviewed by the Investment Committee in April, and is agendized for the Board in May 2019.</p> <p>September 2019 Update: Staff has made substantial progress on this item. An informational update report was reviewed by the Investment Committee on August 13, and is on the Board's agenda for September 5, 2019.</p> <p>December 2019 Update: Nearly all elements of the transfer have been completed, with a few minor remaining items, including the final transition for Alcentra, as well as a wrap-up of the audit by KPMG and Kreischer Miller.</p>	Pierce	December 2019

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Strategic Pillar	Ref No.	Priority	Goals	Status	Executive Sponsor	Target Completion
Effective Communications	5-1	Programmatic and engaged employer and other stakeholder communications	Implement training programs and outreach; improve audit/compliance	<p>This is a high-priority goal for FY 2020, and will require an interdisciplinary approach. A new position for a Communications and Stakeholder Relations Manager will be critical for this effort.</p> <p>September 2019 Update: SBCERA is actively recruiting to fill the manager position.</p> <p>December 2019 Update: Olivia Applegate joined our team this quarter, and is actively working on all Communications-related projects. As we launch the brand refresh and new website, staff anticipates turning its focus to more work in the Employer communications area.</p>	Cherney Bishop McInerney	June 2020
Effective Communications	5-2	Systematic review of all SBCERA communications	Promote clarity and consistency, correctness, compliance and messaging	<p>Staff has terminated the prior agreement with Spencer Lewis, and entered into a new printing/mailling contract with them as needed; staff has engaged Agency:ETA under the CEO's signature authority and FY 2019 budget to prepare a plan for implementation in FY 2020.</p> <p>September 2019 Update: A contract with Agency:ETA was approved by the Board on August 1, 2019, and the project is underway.</p> <p>December 2019 Update: We took the CAFR and PAFR design in-house, at a significant cost savings. Results of the Member Engagement Survey will be utilized in designing the communications and outreach strategy for 2020 and beyond.</p>	Cherney Bishop	June 2020

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Effective Communications	5-3	Website redesign	Improve look, feel and functionality; enable self-service options	<p>Staff release an RFP for website design and hosting services; responses are due in May 2019; staff anticipates recommending a contract award in July 2019.</p> <p>September 2019 Update: A contract was awarded in July 2019 to Digital Deployment, and work is well underway.</p> <p>December 2019 Update: A website design has been approved by staff and will be previewed with the Board at its January meeting; content review and management is underway. We anticipate launching the new site in Spring.</p>	Cherney Bishop	March 2020
Effective Communications	5-4	Engage in responsible advocacy	Focus on issues affecting SBCERA administration and/or investments; achieved directly or through associations such as SACRS, CALAPRS or CSDA	<p>Currently, staff monitors pending legislation of interest; staff anticipates increasing active involvement with statewide organizations.</p> <p>September 2019 Update: Staff (Dave Lantzer) is on the SACRS Legislative Committee and is actively working on the SACRS CERL clean-up bill; in addition, staff is interfacing with CSDA to provide expertise on pension related issues.</p> <p>December 2019 Update: Same progress as noted in September 2019.</p>	Cherney Hannah	Ongoing
Effective Communications	5-5	Standardized data transfer platform	Reduce SBCERA processing times and costs; ensures compliance	<p>This effort will be considered through the Pension Gold refresh, and a determination will be made on whether to address concurrently or consecutively with that effort.</p> <p>September 2019 Update: Temporarily on hold until the PG refresh consultant team is on board.</p> <p>December 2019 Update: On hold as noted.</p>	Michael McInerny	December 2021